



Risk & Crisis Management Crisis Communication

**Heinz Palme
Cologne, 25th May 2012**

Agenda

1.Introduction

2.Experienced Incidents & Crisis

3.Risks, Incidents, Crisis

**4.Crisis Management & Crisis
Communication**



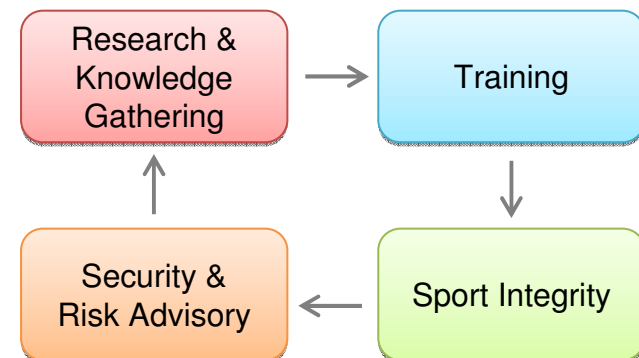
The International Centre for Sport Security

ICSS

Overview of the ICSS

- ▶ The ICSS is an international **not-for-profit** institution
- ▶ We aim to help organizers stage **safer world-class sporting events** and facilitate the **advancement** and **sharing of knowledge** in sport security and integrity.
- ▶ We bring together the **foremost experts** to provide best-in-class **training, research, tailored advisory** in all aspects of **sport security and integrity**.

The ICSS Mission is to enhance safety, security and integrity in the world of sport by proactively addressing real issues and providing best-in-class training, research and tailored advisory in all aspects of sport security and integrity.



ICSS as global hub

1

First, independent hub for safe, secure and clean sport

2

Multi-sport focus

3

Global coverage of top-level expertise

4

Integrated philosophy of sport and security

5

Investing in the future of sport security

The ICSS Leadership

Our President, Executive Director and Advisory Board bring unrivalled experience in the field of sport and security



Mohammed Hanzab – ICSS President

- Distinguished career in the Qatari Armed Forces
- President of Qatar International Academy for Security Studies (QIASS)
- Founding President of the ICSS



Helmut Spahn – ICSS Executive Director

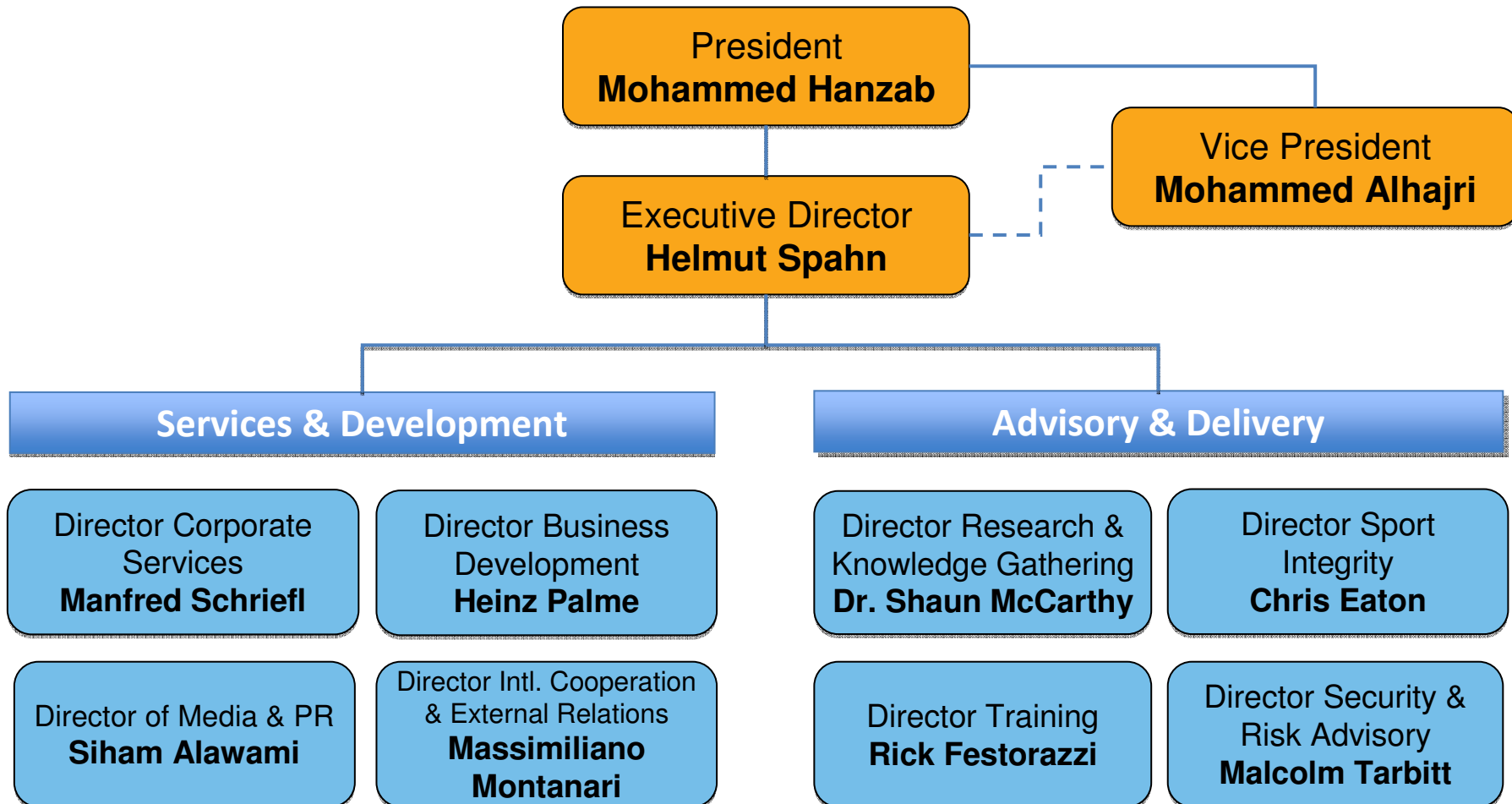
- Head of Security 2011 Germany Women's World Cup
- Head of Security 2006 Germany FIFA World Cup
- Chief Security Officer, Deutscher Fussball Bund
- Head of Security and Public Order, Frankfurt



Lord John Stevens – Chairman of the ICSS Advisory Board

- Chairman of Monitor Quest
- Former Commissioner of the Metropolitan Police
- Former Senior Advisor on International Security to the British Prime Minister
- Led corruption investigations for the English Premier League and Formula 1

The ICSS Organization



The ICSS Advisory Board

Through the Advisory Board, the ICSS has internationally recognized experts across all areas of sport and security



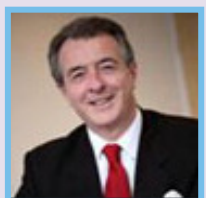
Khoo Boon Hui

- Current President of Interpol
- Former Singapore Police Commissioner



Horst R. Schmidt

- FIFA advisor to 2010 World Cup South Africa organising committee
- Treasurer of the German Football Association



Peter Ryan

- Head of Security, 2000 Sydney Olympics
- Senior security consultant to the IOC



Rick Parry

- Former Chief Executive of FA Premier League
- Former Chief Executive of Liverpool FC



Ali Soufan

- Executive Director of QIASS
- Former FBI Supervisory Special Agent



Eric Drossart

- Managing Director of IMG Media for EMEA
- Former Davis Cup tennis player

ICSS Partnerships

The ICSS has achieved recent success through its partnerships

Partnerships

- Detailed study of security preparations & knowledge sharing for the Asian Cup 2011; in partnership with QIASS
- Memorandum of Understanding with German FA; Support at FIFA Womens World Cup 2011
- Memorandum of Understanding with Qatar 2022.
- Project management BDO/ LOC, 2018 FIFA World Cup Russia
- IIHF: Crises Management / Crises Communication Consulting
- Partnership Agreement with Sorbonne University
- UCL Final Munich 2012, Evaluation Team
- Memorandum of Understanding with Institut fuer Fankultur
- UEFA Euro 2012 Evaluation Team
- London 2012 Olympic Games as Observation Team (in progress)



Recent and ongoing ICSS activities

The ICSS has achieved recent success through its events

ICSS Events

- 1st International Sport Security Conference in March 2011
- 1st ICSS Expert Summit 2011
- 2nd International Sport Security Conference 2012
- Organising 2nd Sport Integrity Expert Summit
- Organising 3rd Sport Security Expert Summit



Ongoing Activities

- International Association of Chiefs of Police, 2011
- SoccerEx Rio de Janeiro November 2011 – Expert Panel
- Aspire4Sports Congress & Exhibition Partner. 2011
- Participation at SoccerEx Europe in Manchester, UK as well as at the Global Sports Forum in Barcelona, Spain
- Premium Partner & Senior Speaker at SPONSORS Sports Venue Summit in Munich (Allianz Arena), tbc
- Participation at upcoming international conferences like IACP (Sao Paulo), ISEM (London), Sportaccord (Quebec), tbc
- Participation & Partnership at Amsterdam 2012 Event in 12/2012





Self-Experienced Incidents and Crises

Top 10 of experienced incidents

1. **FIFA World Cup 1994: Garbage truck crashes into 11 tons overlay media bridge**
2. **UEFA EURO 2008: 18 minutes lost of TV signal**
3. **UEFA EURO 1996: IRA bomb attack in Manchester Shopping Centre**
4. **FIFA Confed Cup 2003: Player Marc-Vivien Foé dies during the match**
5. **FIFA Confed Cup 2005: Heavy rainfalls, leak in the roof, danger of roof falling in**
6. **2012: FEMEN protests against International Ice Hockey Federation**
7. **2007 Vienna indoor tournament: Club mascots start fight on the field of play**
8. **FIFA World Cup 2010: Strike of Stewards in 4 stadiums**
9. **UEFA EURO 2008: pitch to be replaced within 3 days caused by heavy rainfalls**
10. **Several events: „Jimmy Jumper“ and other pitch invasions**

Top 10 of experienced incidents

**Garbage Truck crashes
into a 11-tons Overlay
Media Brigde**



Top 10 of experienced incidents

**Garbage Truck
crashes into an 11-
tons Overlay Media
Brigde**



Top 10 of experienced incidents



Top 10 of experienced indicents



Top 10 of experienced incidents

**Player dies during
game**



Top 10 of experienced indicents



**Stadium roof leak,
danger of fall in**

Top 10 of experienced incidents



**FEMEM – protest
against IIHF / Belarus
2014**

Top 10 of experienced indicents



**The fight of the
Mascots**

Top 10 of experienced incidents

**Strike of stewards,
full re-organisation of
security
arrangements**

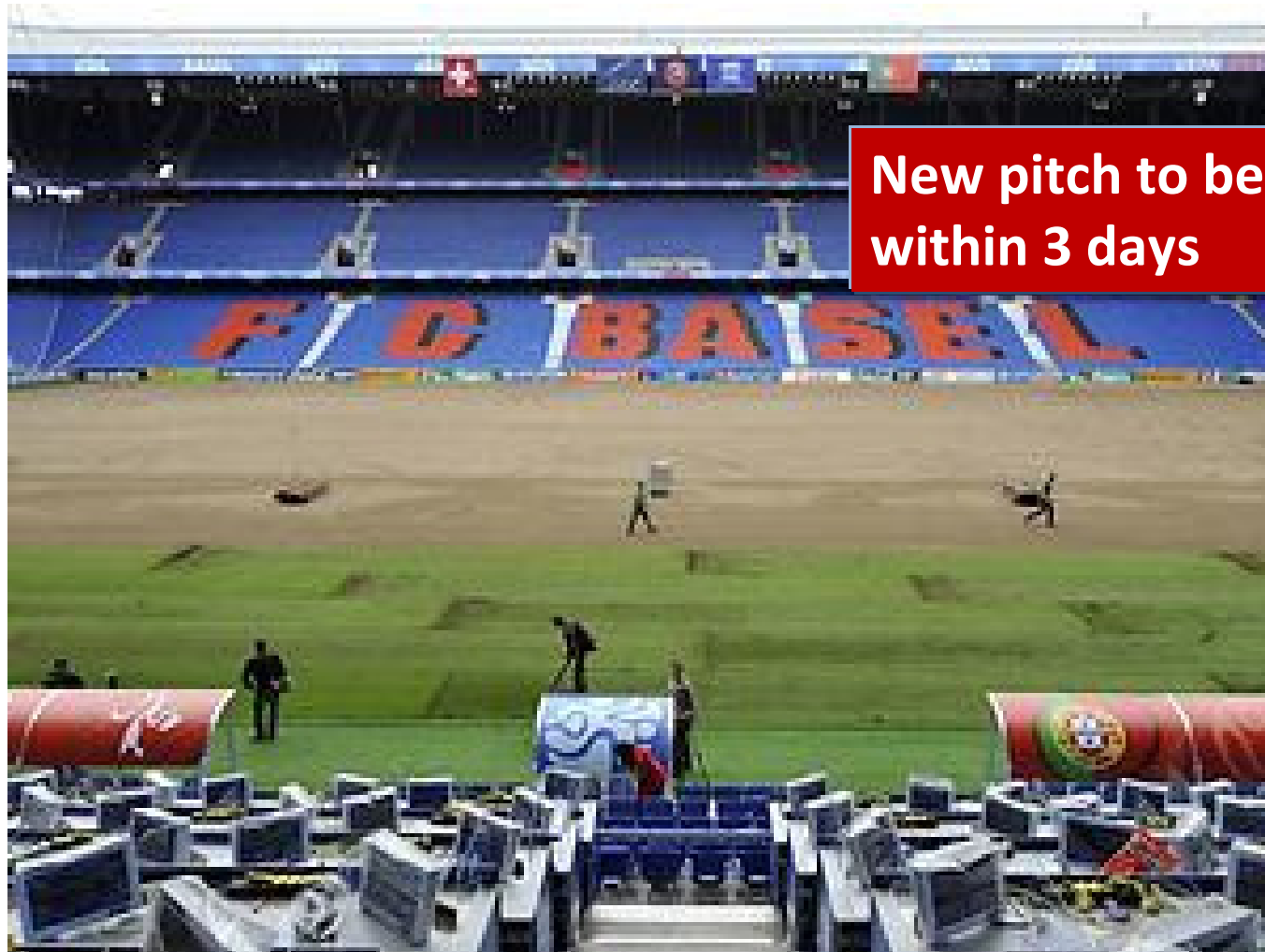


Top 10 of experienced incidents



**Strike of stewards, full
re-organisation of
security arrangements**

Top 10 of experienced incidents



**New pitch to be laid
within 3 days**

Top 10 of experienced indicents



More incidents

GULF TIMES, 08.05.2010

Worker smuggles fake bomb into Games park

Reuters
London

A newspaper embarrassed the organisers of the 2012

rooftops near the Games venue in east London.

The government's Home Office department, responsible for domestic security, said it had asked the Games organisers to investigate the incident and re-

searched only when he arrived each morning, and was then able to leave and re-enter without further checks, it said.

"If I had terrorist connections I could be bringing in explosives, chemicals - anything at all," the paper quoted him as

points. He also took photos of himself with the mock explosive near the main stadium, a day before it was formally opened at a test event with a 40,000-strong crowd.

The government is spending more than £1bn guarding the Olympics in what will be the coun-

As one of the biggest supporters of the US invasions of Iraq and Afghanistan, Britain is seen as a prime target for terrorists. Suicide bombers killed 52 people in co-ordinated attacks on London's transport network the day after the capital was awarded the Games in 2005.

London Games organisers Lo-

Handball related incidents



Handball related incidents



Handball related incidents



Potential areas of risks / incidents

Areas of Potential Risks or Incidents

1.Meteorological Conditions

2.Health / Diseases

3.Venue / Infrastructure

4.Spectators

5.Safety & Security

6.Media & VIP's

7.Public Places, Public Issues

8.Competitions Issues



Risk Management

1. Risk Categories

- **Organisational Risks**
- **Financial Risks**
- **Image Risks**

2. Identification of Risks

- **Analyse all organisational areas**
- **Create risk register**

3. Risk Mitigation

- **Define counter measurements**
- **Communicate with key responsables & stakeholders**
- **Training**



Scenario 5

Description

Incident:

- 17th May 2012, 13:20 pm, Helsinki, Hartwall Arena, Quarter Final:
- In the 12th minute of the Quarter Final, player XXX from team XXX crashes with the head/neck against the boundary, falls down to the play surface; medical team starts treatment but the player stays without conscious.
- The player is immediately brought to the Hospital, where doctors diagnosis confirm the death of the player

Impact

- When the player's death is officially confirmed, the match is in the 52nd minute, at 15:30
- Teammates and players of opponent team receive information after the match back in the dressing room
- Preparations for the next match of the day have started
- 2nd QF Game in Stockholm started a few minutes ago

Contingency

- Head of team delegation informs IIHF President, GS and IIHF VD about the tragedy
- IIHF President and GS, IIHF VD, Head of OC and OC VM to discuss further consequences
 - To continue the tournament with the QF games on 17th May, as scheduled
 - To stop an interrupt the current game in Stockholm until final decision
 - To discuss with all heads of delegations of the QF teams how to proceed
 - To postpone the remaining matches from 17th May, announce a „day of silence“ and reschedule to 18th May, followed by the Semi Finals on 19th May and Finals on 20th May
 - Or: to cancel all remaining matches
 - Phone or video conference IIHF/OC Helsinki and Stockholm to coordinate decisions and consequences
 - Crisis team in both venues to be informed about the decisions and consequences
 - IIHF and OC to visit the concerned team and discuss their situation
- IIHF and OC to talk to the family and offer support

Comms

- IIHF and OC Media Team to prepare joint first statement, explaining the facts of the incident/tragedy; further information to follow after IIHF/OC decisions in a press conference
- IIHF President and GS to hold press conference following the decision; media release to confirm all details

Crisis Management / Key Objectives

1. Common understanding and **identification of Incidents & Crisis**
2. Common understanding of **Roles & Responsibilities and Key Roleplayers**
3. Appropriate reporting **information flow** in the event of Crisis
4. Appropriate **decision making processes** in the event of Crisis
5. Appropriate **Crisis Communication**

Crisis Management Key Responsibles & Roleplayers

- **Key Responsibles & Roleplayers**
 - **International Federations**
 - **President, General Secretary, Venue Manager**
 - **LOCs**
 - **President, General Secretary, Venue Manager**
 - **Games Officials & Supervisors**
 - **Governmental and Emergency Authorities/Agencies**
 - **Stakeholders (Arena Managements, TV, Marketing agencies)**
 - **Venue Crisis Teams**

Crisis Management Roles & Responsibilities

•International Federations and LOCs/Clubs

- Competition and event facilities (Arenas, Hospitality Areas, Media Centres, Official Hotels, Fan Villages)

•Public Authorities / Emergency Agencies

- All public areas outside the competition and event facilities
- Inside areas according to statutory obligations and in the event of Crisis

Crisis Management

Delay, Postponement, Cancellation

Delay or Interruption

- Game does not start as scheduled or is interrupted after the start

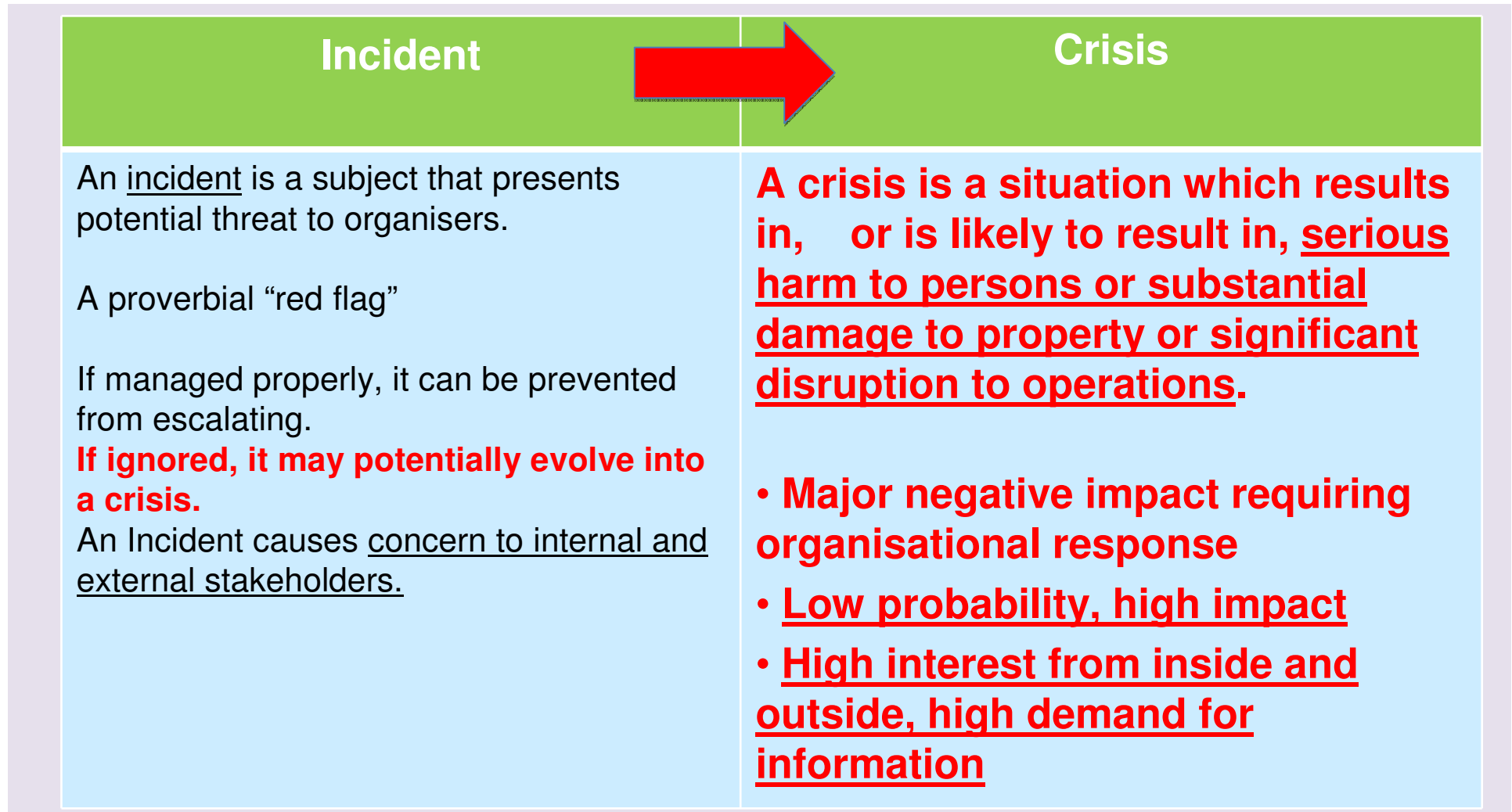
Postponement

- Game cannot be started as scheduled, has to be rescheduled to another time slot or date

Cancellation

- Game cannot be played and not be rescheduled before the end of the World Championship

Definition of Incidents / Crisis



Crisis Management Principles & Process



Crisis Management Principles & Process



1 Identification of Incident/Crisis

- 1 What happened?
- 2 Injured persons?
- 3 Danger for persons, facilities, event?
- 4 Damages?
- 5 Witnesses?
- 6 Photographs?

2 Internal communication flow to decision making bodies

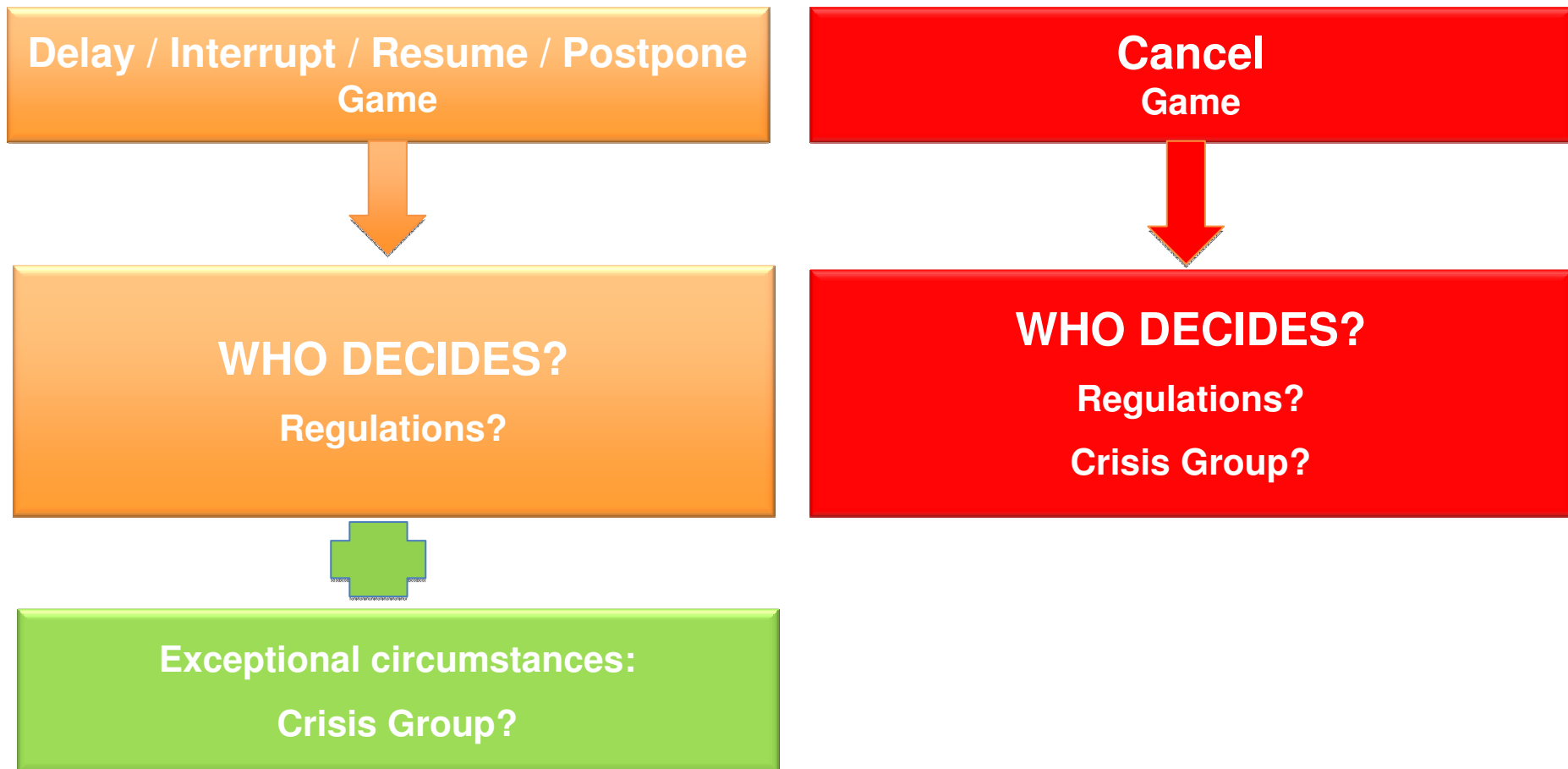
- 1 To next level / or highest level?
- 2 Clear language and description
- 3 No panic

3 Decision making process

4 Internal/External Communication



Crisis Management Decision Making Process



Crisis Communication Spokespersons

1. Competition related (Delay, Postponement, Cancellation, Incidents within Arenas, Venue/Infrastructure, Media/VIP's, Spectators):

- **Organiser: President and/or General Secretary**
- **Head of LOC or Club**
- **Experts of Authorities (if relevant and required by Organiser)**

2. Health / Diseases

- **Experts of Authorities**
- **Organiser: President and/or General Secretary (if relevant)**
- **Head of LOC or Club**

3. Safety & Security

- **Organiser: President and/or General Secretary**
- **Head of LOC or Club**
- **Experts of Authorities**



Crisis Communication Principles



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graph TD; A[Communication Process] --> B[Upon decision making<br/>1. Coordination of Communication between Organiser / Authorities / Stakeholders<br/>2. Coordination of announcement of Press Conferences and/or Media Releases<br/>3. Media/PR Coordinators of Organiser/ Authorities / Stakeholders to align information<br/>4. If possible, call one joint Press Conference, only<br/>5. Only one Spokesperson, if possible];
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Communication Process

Upon decision making

1. Coordination of Communication between Organiser / Authorities / Stakeholders
2. Coordination of announcement of Press Conferences and/or Media Releases
3. Media/PR Coordinators of Organiser/ Authorities / Stakeholders to align information
4. If possible, call one joint Press Conference, only
5. Only one Spokesperson, if possible

Crisis Communication Principles

Dos and don'ts:

- 
1. The calmer you stay, the better
 2. Think easy and avoid complicated communication scenarios (ideally only one spokesperson)
 3. No communication to journalists before official communications are released
 4. Don't wait too long with the first statement (normally within one hour from incident)
 5. Only use facts & figures that are 100% confirmed
 6. Don't blame others in any official wording



Thank you very much
for your attention.

